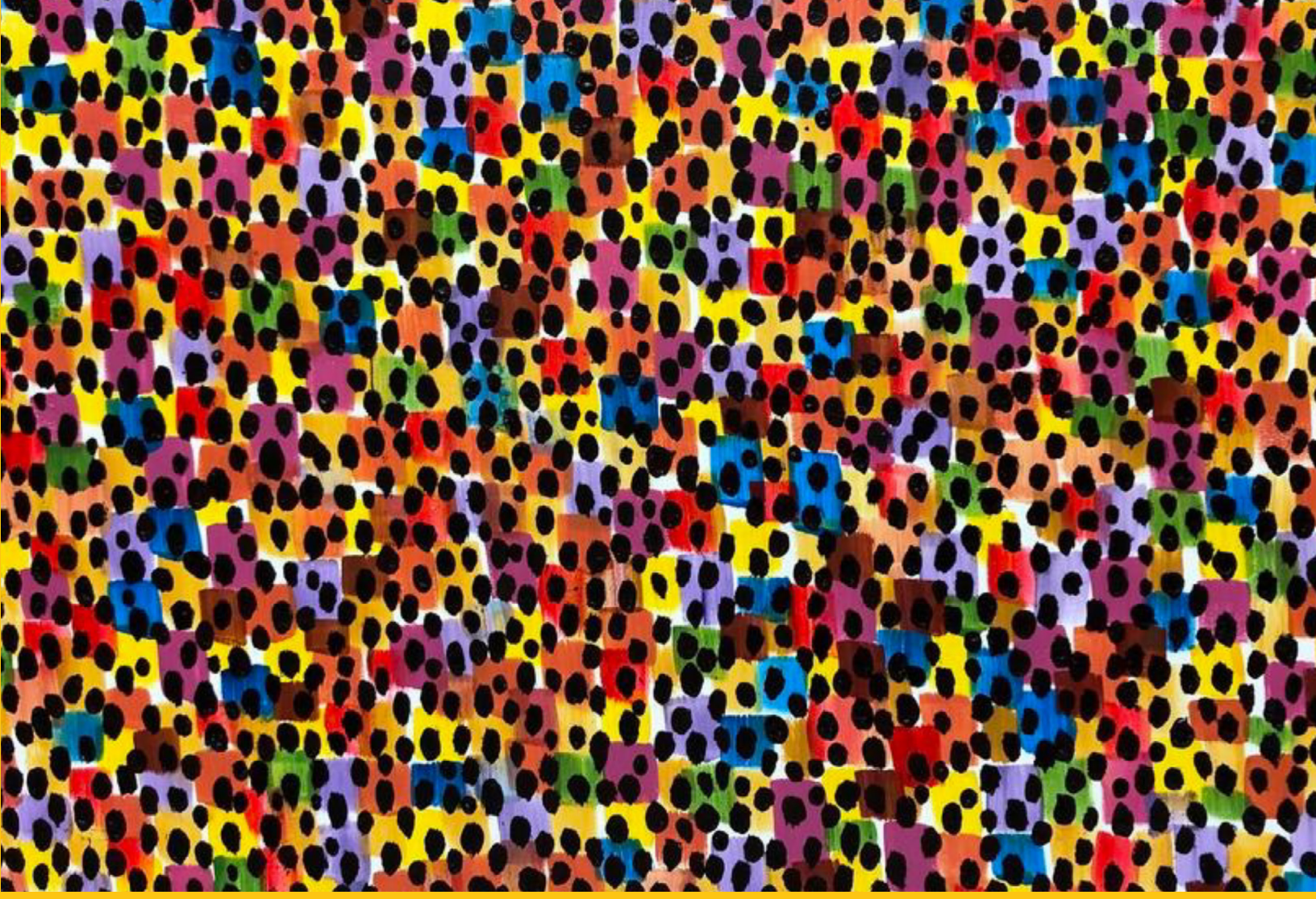


DIVERSITY, EQUALITY AND INCLUSION

STRATEGY DOCUMENT 2021

For any questions, please contact **IRC.Equality@rescue.org**

INTERNATIONAL RESCUE COMMITTEE

PREFACE

Dear Colleagues:

It is a pleasure to introduce this important strategy document, which sets out the work, views and recommendations of the interim DEI team, based on discussions with many of you over the past six months.

The interim DEI team, nine colleagues plus the team leader Cica Dadjo, have demonstrated the best of the IRC, working in a collaborative, inclusive and decisive way to address big issues. I am immensely grateful to them for their important and effective work. They record here their assessment based on consultation with colleagues around the organization. They have done exactly what was asked of them: take forward the ambitions of our Strategy100, and I am happy on behalf of the Leadership Board to say how committed we are to ensuring that those ambitions are realized in practice, building on the work summarized here.

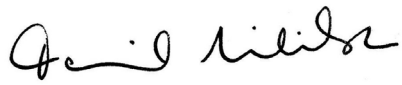
As you know, commitments to Diversity, Equality and Inclusion run through the history of IRC, including in Strategy 2020 and in our new Strategy. We want to do more, and we want to do better, and the production and publication of this report by the interim DEI team is an important milestone on the road to the fulfillment of those commitments. It sits alongside critical work on targets for diversity at all levels of the organization that is being worked up as part of the Strategy100, and builds on important recent steps, from synthesis of anti-discrimination policy guidance ("Respect at Work Policy") to the creation of the DEI Council to the significant budget investment in FY21. The objectives and goals here, which have the support of the Leadership Board and which I hope will have the support of every person in the organization, are deliberately long term. That is a strength not a weakness, and makes all the more important the steps already taken, and the next steps forward.

We have since 2015 through the Gender Action Plan, Gender Champions and Women@Work groups made substantial progress towards our Gender Equality commitment. We can learn from and build on this work. As this report says, the next step is for the new and permanent Gender, Equality, Diversity and Inclusion Unit to take the direction set out in this document and work with relevant parts of the organization to develop a consolidated approach with detailed implementation plans to achieve the various objectives. This work will sit alongside the other priorities of S100, and reinforce the guiding vision of the strategy: to empower our clients to make meaningful change in their lives. For me and for the whole Leadership Board, our commitment to DEI has a clear link to our mission of delivering for and with our clients. So this work is core business.

The document makes the point that we work in extraordinarily diverse contexts, where issues of diversity and inclusion are understood, felt and expressed differently. The commitment of the Leadership Board is to make sure that shared and common values drive the achievement of our DEI goals in all the places we work, and that the pursuit of those goals unites the organization, with appropriate flexibility for recognizing the different circumstances in our offices across the world.

The interim DEI team have done a great service to us all. I look forward to working with the permanent team to take forward real and lasting change for the better in the organization and for the people and communities we serve.

David Miliband



President & CEO, International Rescue Committee

Photo: Kathryn Hoven/IRC. *The artwork on the cover of is a painting by a Congolese artist Chishimba Muyambo, resettled in the US by the IRC in 2019. We are fortunate to have this painting on display in our New Jersey office, and we are grateful to Chishimba for this beautiful contribution to our report.*

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FOREWORD

In October 2020, after an application process with more than 60 applicants, the IRC formalized a Diversity, Equality, and Inclusion (DEI) Interim Team comprising of nine staff members with diverse lived experiences and professional backgrounds from CRRD, RAI, and HQ. The team was mandated to develop and propose an organization-wide Global Strategy, with recommendations aligned with S100 goals and priorities. They embarked on this work through an inclusive organization-wide consultation process to identify opportunities, urgent needs, and DEI barriers within our organization. The voices represented in this document ("We") are drawn not just from the DEI Team but from consultation with thousands of individuals, staff, and leaders who cut across social identities, job titles, locations, and languages within the IRC.

While the publication of this document signals the end of the DEI Interim team's 6-month mandate, the IRC's DEI work has only just begun. A unified GE and DEI Unit will be created. They will work closely with the newly established DEI Council and key stakeholders across the organization to develop an implementation plan and ensure that IRC organization's feminist commitment and DEI commitment are aligned and adequately resourced.

More specifically, the unified GE and DEI Unit will inform and contribute to implementation plans putting into practice IRC's Gender, Equality, Diversity and Inclusion aspirations. This will draw together the next version of the Gender Action Plan, the first phase of which comes to an end this year. It will also capture the learnings from the IRC Demographic Survey, the results of which will be integral in helping us understand people's experiences across a variety of dimensions including the perspectives of our LGBTQI+ colleagues, as well as those with disabilities and inform specific actions to foster inclusion for diverse groups of staff.

The DEI team would like to thank our colleagues who contributed to this work for their courage in speaking to us about their personal experiences and perspectives. This strategy reflects their bravery and desire to see our organization move forward with meaningful change.

GLOSSARY

Diversity: Diversity encompasses the many ways in which people differ and are unique; this includes different values, personalities, cultural perspectives, beliefs, ethnicities, nationalities, sexual orientations, gender identities, abilities, health, social and economic status, skills, and other specific personal or group characteristics. Respecting diversity means recognizing and valuing those differences and creating a supportive, inclusive, and non-discriminatory environment in which everyone's rights are upheld.

Equality: The state of being equal in terms of status, rights, and opportunities, and to be valued equally. When we refer to equality, we use the substantive equality interpretation, which means we strive towards equal outcomes for all clients and colleagues by promoting equitable access to opportunities and services.

Inclusion: Enabling people from diverse backgrounds and traditionally marginalized communities to fully participate in collective processes, including decision-making and power-sharing while bringing their whole selves into these processes based on equality with others. Culture is inclusive when the engagement, rules, and norms are carefully constructed and intentionally upheld to promote experiences of both belonging and uniqueness for its members.

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Anti-Racism: The active process of identifying and eliminating racism by changing systems, organizational structures, policies, practices, attitudes, personal accountability, etc.

Decolonization: The process of deconstructing colonial ideologies of the superiority and privilege of Western thought and approaches. Decolonization involves dismantling structures that perpetuate the status quo and addressing unbalanced power dynamics. Furthermore, decolonization involves valuing and revitalizing local, indigenous, and non western sources/forms of knowledge and approaches and vetting out settler biases or assumptions that have impacted local ways of being.

Feminism: A range of theories and political agendas that aim to eliminate all forms of discrimination against women due to sex and gender. Increasingly, feminist frameworks recognize the need to simultaneously address all other forms of discrimination, oppression, and exclusion such as those based on class, caste, race, ethnicity, ability, sexual orientation, geographic location, nationality, etc. Feminism is not a monolithic phenomenon. Different historical moments and contextual configurations have led to the formation of diverse feminisms, including, but not limited to, intersectional, postcolonial, queer, black, poststructuralist, liberal, and socialist feminisms.

Intersectionality: A concept for understanding the way multiple forms of discrimination affect groups of people or individuals. For example, the discrimination of women based on sex and gender is inextricably linked with oppression and marginalization based on other discriminatory systems such as those based on race, ethnicity, religion or belief, health, status, age, class, caste, sexual orientation, and gender identity.

Patriarchy refers to systemic and institutionalized male domination embedded in and perpetuated by cultural, political, economic, and social structures, and ideologies.

Racism: A belief that race is the primary determinant of human traits and capacities, and that racial differences produce an inherent superiority of a particular race. It can stem into individual racism which refers to an individual's racist assumptions, beliefs or behaviors, and structural racism referring to inequalities rooted in the system-wide operation of a society that excludes substantial numbers of members of groups from significant participation in major social institutions.

Note: a full DEI Lexicon is available on RescueNet in Arabic, Spanish, French and English.

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INTRODUCTION

Our Organizational Mission: IRC's mission is to help people whose lives and livelihoods are shattered by conflict and disaster, including the climate crisis, to survive, recover and regain control over their future.

The IRC's mission speaks to issues of systemic inequality which prevent people from realizing their power and accessing their rights, opportunities, and protections. In order to truly fulfill our mission and better serve our clients, we need organizational commitment, strategic vision, and targeted investment for Diversity, Equality, and Inclusion (DEI). The social movements of 2020 provided a long-overdue wake-up call for the humanitarian sector and while they certainly provided the impetus for DEI discussions within the IRC, our efforts are wholly grounded in our mission.

In the previous strategic plan, IRC 2020, the IRC prioritized women and girls, recognizing that they often experience disproportionate harm and are affected by structural barriers that prevent them from accessing the support and opportunities they need to thrive. Investing in women and girls helps create more opportunities for these affected populations and strengthen communities overall. By working on IRC's policies, systems, and practices to better support Gender Equality (GE), the IRC has also become a stronger organization, bringing new ways of thinking, diverse perspectives, and a better understanding of the contexts in which we operate. Specifically, important strides were made in increasing the representation of women in our leadership and combating sexual harassment and abuse while also building solidarity within the organization through our Gender Champions and W@W groups. Through the Gender Action Plan (GAP), we learned the potential of clear, measurable targets to help drive change.

In defining Strategy 100 (S100), the IRC learned from the perspectives of clients, staff, partners, and supporters the importance of thinking more critically about power dynamics and how they are reflected in our organization and the broader humanitarian sector. The damaging impact of systemic inequalities highlighted by police brutality incidents in the US and across the globe ignited a broader discussion across our organization regarding longstanding violence and discrimination against racial and ethnic minorities. They influenced our efforts in defining the way forward for our organization, as reflected in S100. We also embarked on a necessary and overdue reflection regarding the IRC's role in fighting racial injustice and examining how we can address rather than reproduce the pervasive and, in some cases, deepening inequalities that exist around the world.

As we look ahead, S100 provides a solid foundation for our DEI efforts. The S100 Diversity Ambition under the People Goal focuses specifically on diversifying our leadership and ensuring that our culture and HR practices are more inclusive and equitable. S100 Partners and Clients Ambitions also include commitments to share power and resources with people, governments, and Civil Society Organizations (CSOs) in the places where we work to shape the services provided to achieve better outcomes for people and their communities.

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We now need to improve our understanding of the root causes of different forms of systemic inequalities and how patriarchy, racism, and colonialism have a linked, complex, and interconnected impact on many of our clients and colleagues worldwide. The need for this work is reflected in our organization's Equality value and our feminist commitment which calls on us to recognize the inherent bias and power imbalances that prevail within our organization and sector. These inequalities reflect historical injustices and colonial heritage that we must acknowledge, confront, and unpack in full if we are to move forward responsibly and stop harmful practices. At a minimum, we must understand the various manifestations of Euro-American power that presently exerts undue influence in our work and organizational culture. We must accept that, whether we intend to or not, we all harbor bias and uphold institutions that benefit dominant communities in our respective contexts, often at the further expense of those who are already at the margins.

Being a more diverse and inclusive organization serves as the means to uphold our Equality value and make us better as an organization. Extensive research has repeatedly made the case that diversity and inclusion leads to better organizational decision-making[1], increased team performance, innovation and agility[2] and will enable us to take the best approaches to meet the needs of our clients.

This Diversity, Equality, and Inclusion (DEI) Strategy complements S100 and amplifies the IRC's commitment to being a feminist organization. Our Strategy focuses on actively shifting power to where it rightfully belongs: the communities we serve, including frontline staff, clients, and partner organizations. In doing so, we want to expand on our GE efforts to break the cycle of reinforcing and perpetuating systemic discrimination that exists in our sector. While this paper focuses specifically on the DEI Strategy, further alignment with the work of the GE Unit will be done during the implementation planning phase to ensure that our feminist commitment is strengthened and resourced in tandem with our DEI work.

During the research and learning phase, gender identities, race, ethnicity, nationality, language, religion, sexual orientation, age, and disability among others were identified as the major determinants of staff and client experiences of inclusion and exclusion. These factors play out in different ways across the regions and therefore the understanding of concepts and terminology may vary. This Strategy document reflects the Global ambitions for the IRC and acknowledges that context-specific reviews and prioritization will be needed to support progress in our different geographies. The upcoming demographic survey will give us more detailed information on the inclusion factors from a global and context specific perspective and inform targeted actions as needed. Also, DEI realities are evolving over time and organizational systems need to enable the IRC to continuously listen, identify and proactively address future challenges.

[1] Juliet Bourke, Bernadette Dillon, The diversity and inclusion revolution: Eight Powerful Myths, 2018 - https://www2.deloitte.com/content/dam/insights/us/articles/4209_Diversity-and-inclusion-revolution/DI_Diversity-and-inclusion-revolution.pdf

[2] Juliet Bourke, Which Two Heads Are Better Than One? How Diverse teams Create Breakthrough Ideas and Make Smarter Decisions (Australian Institute of Company Directors, 2016)

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METHODOLOGY

The DEI team led with a staff-centered, intersectional approach across all our RAI and CRRD regions to identify the opportunities, urgent needs, and barriers to DEI within the organization. We sought to ensure that all voices had a means for being heard. This approach enabled our findings to reflect the diverse social identities, lived experiences of discrimination, job titles, locations, and languages in the organization. We established Staff Engagement Principles that reflect the feminist principles of social inclusion, transparency, and two-way accountability. We embarked on these efforts during a global pandemic and therefore leveraged online and interactive tools to ensure our process was as inclusive as possible.

When engaging our staff, we sought to create brave spaces. We encouraged our colleagues to be open, honest, and fearless whilst recognizing the power dynamics which may have prevented such discussions previously.

During the initial Research and Learning phase (October –December 2020), we gathered information using insights from:

- Over 110 listening sessions across the organization with more than 2000 participants
- 90 key informant interviews
- 8 Regional Dialogues where we collected feedback from staff, including frontline workers.
- Internal IRC documents
- Statements/reports from peer organizations.

The six reports from the Research and Learning phase and a four-page summary of findings were released across the organization in January 2021. The DEI team then proposed a series of recommendations based on the findings of the research and learning. These recommendations were widely disseminated across the organization, and we received feedback from hundreds of colleagues to inform the priorities using participatory approaches. This formed the basis for defining our DEI goals and objectives.

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CROSS-CUTTING THEMES

The following five cross-cutting themes underpin the challenges and opportunities this strategy seeks to address:

Power concentrated with the IRC: Reflecting the dynamics of the broader humanitarian sector, there is a significant power imbalance in interactions with clients and partners who are not engaged consistently and equitably in decisions about the type of assistance the IRC provides and how services are delivered. Partnerships are sometimes seen as a means to achieve scale and reach rather than recognizing the value local actors and systems bring to a response. The IRC's programs may not be maximizing social inclusion in the absence of a nuanced understanding of how client experiences and needs are driven by their social identities and backgrounds. This, in turn, impacts the way we represent and communicate about clients and partners externally, at times perpetuating false narratives about the helplessness of communities.

Western culture dominates: The organization systematically values Western nationals, culture, and ways of working which have meant that colleagues with diverse backgrounds feel excluded or under pressure to assimilate to succeed. These inequalities are often entrenched in the context where systemic discrimination may be based on factors such as nationality, gender, sexual orientation, race, ethnicity, etc. This impacts which voices are heard within the organization, who can influence decision-making, and limit the opportunities for career growth within the organization for those who do not conform to an ideal that has been entirely defined through a Western lens. This internal Western-centric culture also impacts our clients who are not engaged sufficiently regarding what services they receive and how these services are delivered.

Unequal distribution of power: Power, resources, and agency are overly weighted to HQ and senior management team in global regional or country offices. The top-down approach sets the tone, and these behaviors are replicated across the organization, with leaders defaulting to command-and-control style leadership in instances where more inclusive and collaborative approaches should be taken.

Lack of inclusive culture: Many leaders and people managers are not role-modeling inclusive behavior and are not incentivized to do so. People who hold leadership positions at any level in the organization have the power to promote a culture of inclusion by bringing about meaningful changes to how they approach their work and interact with colleagues across the organization.

Unequal access to information: IRC Staff does not have equal access to information across the organization. This is either due to a lack of translated materials or the digital divide as not all staff have access to digital devices or internet connectivity. Unequal access to information impacts staff's ability to participate in training, professional development opportunities, read policies, engage in discussions on program design, and develop a sense of belonging in the organization. A lack of progress on addressing uneven access will undermine all aspects of DEI within the organization.

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VISION AND PRINCIPLES

VISION

At the IRC, our diverse clients, partners, and staff have the power, voice, and agency to shape programs and operations. Within the IRC, we actively work to end all forms of systemic discrimination and foster an inclusive working environment where everyone feels respected, heard, valued, and supported. Our programs seek to reduce disparities in outcomes which are driven by systemic inequality.

PRINCIPLES

Client-Centered: We are pursuing DEI with the ultimate aim to better serve our clients in alignment with our organizational mission. We want to maximize power for communities by engaging them in decisions about services and delivery. We also want to use our power to elevate client voices to represent their experiences with respect and dignity.

Intersectionality: We adopt an intersectional feminist lens to proactively understand and work on transforming power structures, norms, and relations that perpetuate systemic inequalities, oppression, and privileges in the different contexts where we operate.

Decoloniality: We acknowledge and challenge the legacy of colonialism and racism in our sector. We value and revitalize local, indigenous, and non western sources/form of knowledge and examine our own biases within our behaviors and actions. Every step we take is informed by the lived experience of our colleagues and the communities where we work around the globe, amplifying their voices in the process and considering the nuances of geographies and local context.

Accountability: Our DEI efforts connect every part of our organization to drive commitment at all levels. Each of us takes responsibility for our actions and is accountable for fostering change, leading by example, and role modeling DEI in our respective roles. IRC leaders are responsible for ensuring that we meet the goals and objectives in the DEI Strategy. We commit to sustaining transparency in decision-making, sharing our priorities, and communicating the progress we are making, including what we achieved and what we missed.

Engagement: Our efforts are supported by sustained two-way communication which promotes organizational progress around a sustainable culture of change to share power within the organization as well as with partners and clients, and humility to keep questioning and reflecting upon our actions with a constant desire to learn, acknowledge and value other people's perspectives with empathy and openness.

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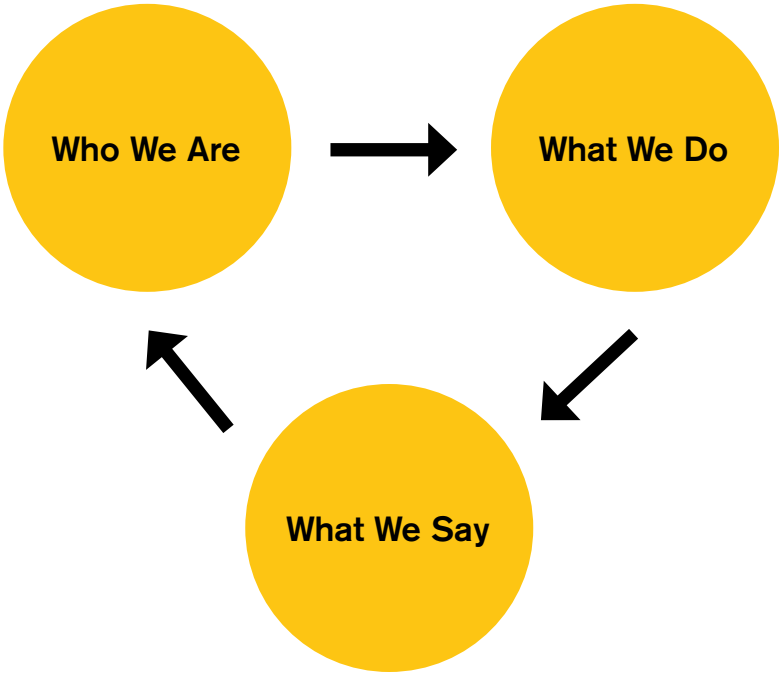
GOALS AND OBJECTIVES

This DEI Strategy is intended to reiterate and expand on the commitments to diversity, equality, and inclusion outlined in S100. We want to use S100 as a vehicle for DEI work, although some of our priorities will sit outside the S100 planning process. To ensure that the DEI Strategy remains aligned with S100, we are proposing DEI objectives that apply over the same timeline as S100, i.e. through 2033, recognizing that achieving our DEI ambition is a long term and continuous process

Our organization must be truly representative and inclusive so we can meaningfully collaborate with local communities in our work and ensure that our external engagement efforts reflect the needs and aspirations of our clients. We, therefore, believe that we need to make coordinated and incremental changes in three key pillars so we can shift power towards our clients, partners, and frontline staff. The graphic below highlights the interconnectedness of the three pillars: 1. Who We Are, 2. What We Do and 3. What We Say & How We Engage.

1. Who We Are
A diverse staff and leadership team supported by equitable policies and culture will enable a program approach grounded in our DEI principles.



2. What We Do
Programs that are rooted in intersectional context, and designed to ensure equity, will in turn inform the messages we provide back to policy makers, partners, funders and internal audiences.

3. What We Say
Communications and branding the reflects our DEI ambitions, and are inclusive of the diverse voices and perspectives at IRC will elevate IRC as an organization of choice to work for and with.

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WHO WE ARE

Goal: Diversity is important to the IRC, as is evident in the communities we serve and the people who are dedicated to this service. IRC commits to have an inclusive organizational culture where diversity will be championed and represented at all leadership levels. We will have zero tolerance for discrimination, harassment, bullying, and retaliation in any form.

Objectives

- IRC has a compensation and benefits program that ensures the entire workforce is categorized and compensated equitably.
- IRC has diverse leadership that reflects the places we work and people we serve and key roles in all our departments are based closer to the regions where we work.

IRC leadership and management take responsibility for creating an inclusive organizational culture in which every staff member feels safe, respected, valued, supported, and encouraged to bring their full authentic selves to work.

WHAT WE DO

Goal: At the IRC, our program design and delivery approach maximize power for the communities we serve through effective collaboration with clients, partners, and staff. We strive for equal outcomes for diverse populations by using our deep understanding of local power imbalances to ensure equitable access to services.

Objectives

- Building on our GE tools, IRC mainstreams DEI in our program design and delivery tools, processes, and accountability mechanisms.
- IRC's program design is rooted in rigorous intersectional context analysis by engaging clients, partners, and staff to drive decision-making about the type of programming we do.

WHAT WE SAY AND HOW WE ENGAGE

Goal: We aspire to build an organizational culture that encourages open and honest conversations by ensuring all staff has equal access to internal communications. Our external communications will illustrate the resilience of the diverse people we serve, ensuring that IRC's client, staff, and partner voices and experiences inform the organization's priorities.

Objectives

- Staff at the IRC have equal access to information, and our internal communication is inclusive and reflective of diverse languages, contexts, lived experiences, and voices.
- IRC's external communications reflect our DEI vision and commitment to promoting and ensuring the resilience and lived experiences of the diverse people we work with are accurately illustrated while preserving their dignity and agency.
- IRC's external engagement (Communications, Marketing, Fundraising, and Advocacy) decision-making and prioritization processes center the needs of our clients, staff, and partners.

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PRIORITIES AND RESOURCING

The DEI team has advanced our strategic thinking and identified a number of milestones to achieve the goals and objectives outlined above. The following milestones and metrics are examples of what we believe should be prioritized during Phase 1 of S100 (FY22-24) to build a strong foundation to achieve our overall vision.

The DEI Strategy lays the foundation for long-term change at the IRC, which necessitates long-term, consistent and secure funding. In the immediate term, we have identified three types of resourcing required to make progress on the priorities listed in the previous section:

PRIORITIES IN MOTION THROUGH STRATEGY 100	PRIORITIES TO INTEGRATE INTO CORE BUSINESS	PRIORITIES FOR FOCUSED INVESTMENT
▪ **HR audits** [1] ▪ **DEI goals & metrics** [1] ▪ **Talent development (learning, succession planning)** [1] ▪ **Funding & advocacy diversification** [3]	▪ **S100 DEI framework** [2] ▪ **ER policies and branding** [3] ▪ **ER de-centralization action plan** [3]	▪ **DEI local context framework** [2] ▪ **DEL MEAL monitoring & reporting** [2] ▪ **Integrated program design** [2] ▪ **Internal communications support** [3]

[1] Aligns to "Who We Are" pillar [2] Aligns to "What We Do" pillar [3] Aligns to "What We Say & How We Engage" pillar

As a next step, we need to work with departments and teams that would be affected, and carry out these priorities to develop proposed action plans and resource estimates to inform final decisions about Phase 1 priorities (see further details in the Implementation Plan section below).

We are currently in the process of honing and activating milestones and deliverables against the goals and objectives identified above including metrics to monitor progress. Please see the IRC's latest DEI Progress update for detailed description of our DEI work.

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PRE-REQUISITES FOR SUCCESS

Our research findings revealed that for the DEI Strategy to be successful, the following conditions need to be in place:

LEADERSHIP: Leaders use their position of power to demonstrate their support and commitment towards DEI.

- IRC leaders develop a strong understanding of the power they possess and lead with humility to set the tone from the top for an inclusive and welcoming organizational culture.
- Leaders navigate difficult discussions with openness and respect while being mindful of the power dynamics they introduce by participating in these conversations.
- Our leaders actively show their support for DEI and the reasons why this is an organizational priority.

ACCOUNTABILITY: Mechanisms by which we can determine the extent to which DEI is integrated in our organization.

- Leadership Board and the Senior Leaders Group are accountable for delivering on DEI objectives and metrics as laid out in this document.
- Progress on the DEI Strategy is monitored and reported on at regular intervals with all staff having access to this information.
- Leaders and managers across the IRC have performance goals linked to DEI such as fostering inclusive team dynamics and being transparent about how and why decisions are made.

CAPACITY: The ability and skills individuals need to operational DEI in our organization.

- DEI is adequately resourced across the organization by creating a permanent unit and ensuring secured funding to continue this work.
- Managers have access to resources/tools (translated as necessary) so they are supported to achieve DEI goals.
- Leadership members have resources/tools so they are supported to meet DEI goals

ORGANIZATIONAL CULTURE: Norms and behaviors that support DEI in our organization.

- Our organizational culture promotes psychological safety for all staff by prioritizing values such as self-awareness, empathy, humility and respect.
- Leaders and managers should increase space for dialogue and engage staff appropriately so they can express their views.
- IRC actively fosters a culture of inclusion and trust where colleagues of diverse backgrounds are intentionally involved in important discussions, and decisions are made with transparency.

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IMPLEMENTATION PLAN, STRUCTURE & ACCOUNTABILITY

DEI is not a standalone agenda. It must be integrated into existing work, embedded in Strategy100, and articulated in conjunction with our GE commitment. The implementation of this strategy is an organization-wide effort that must connect every part of our organization: HQ, functional units, region, state, and country offices to drive commitment at all levels.

Implementation plan and supporting structure.

The development of the action plan and the coordination of its implementation will be led by a joint GE and DEI unit. While it is critical to have a global action plan, it is also vital to ensure contextual adaptations to support the department, region, country, and local offices to set their own priorities within the global framework. The DEI Council, DEI Regional Groups and ERGs, and leaders at a different level will play an important role in contextualizing and informing the permanent unit's work, with engagement protocols and roles to be clarified by the end of FY21.

Over FY21, the DEI team will continue to work with departments, the DEI Council, regional groups, and functional unit leads to coordinate an organization-wide action plan that will refine targets, sequencing, outline detailed actions, accountability, and reporting mechanisms at all levels. The plan will be developed in conjunction with the GE unit to bring together our DEI strategy and feminist commitment into one detailed Gender Equality and DEI action plan that is aligned with the S100 Phase 1 priorities.

Several projects are still ongoing and will help inform detailed action in many areas in the coming months:

Leadership Diversity Goals: The Diversity Ambition was selected as a priority for Phase 1 of S100 and it includes a proposal for diversity goals for leadership representation. These goals are currently being finalized and will be used to develop department-specific goals and clarify enabling policies and practices needed to support that effort.

Demographic Survey: The survey will collect data about demographics, experiences, and perceptions of equality at the IRC, inclusion, and engagement. The data will help inform focus areas, specific activities, and priority actions needed to improve inclusion and engagement for diverse groups of staff by departments and regions. It will also clarify what type of support we need to provide to leaders and people managers at different levels.

HR Audits: The DEI team, together with the HR team, is launching an HR policies equity review, as well as an international/expat compensation review. The resulting recommendations will inform specific HR policy changes that need to happen in the coming years to fulfill our objective to ensure all staff are categorized and compensated equitably.

Gender Action Plan Review: The GE unit is developing the last Gender Action Plan report that will highlight progress made towards our GE commitments and recommend priority areas and specific actions the IRC should be focusing on in the coming years.

Accountability Mechanisms

The accountability and monitoring mechanism will be built through the existing data ecosystem mainly: Quarterly Strategy Reviews, delivery letters, country Strategic Action Plans, Operations Scorecards, and other performance frameworks. This will require changes to some of those systems. Still, we also know that we will need to invest in an HRIS system and a modified staff engagement to enable us to monitor progress against our diversity and inclusion goals effectively.

At minimum the following accountability mechanism will be implemented.

- Developing one or more performance objectives for each senior leader (Band 4+), holding team members accountable to meet objectives (e.g. diversifying networks, mentoring diverse talent, hiring and supporting diverse talent).
- Reviewing progress against targets and sharing reflections through quarterly reporting at global, departmental, and regional levels. (QSR).
- Hosting bi-annual global learning conversations on progress made towards the commitments and outcomes outlined in this strategy.
- Developing an annual report sharing our progress both internally and externally.

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The following table presents the main stakeholders responsible for driving progress on the proposed objectives.

No.	OBJECTIVE	PEOPLE/TEAMS RESPONSIBLE
O1.1	IRC has a compensation and benefits program that ensures the entire workforce is categorized and compensated equitably.	LB, HR, DEI
O1.2	IRC has diverse leadership that reflects the places we work and people we serve, and key roles in all our departments are based closer to the regions where we work.	LB, HR, DEI, CD, ED, RVP, RD, Department SMTs.
O1.3	IRC leadership and management take responsibility for creating an inclusive organizational culture where every staff member feels safe, respected, valued, and supported, and encouraged to bring their full authentic selves to work.	LB, SLG, HR, DEI CD, ED, RVP, RD, Department SMTs, People Managers
O2.1	IRC mainstreams DEI in our program design and delivery tools, processes, and accountability mechanisms.	Program Ambition leads and Delivery Partners DEI, GE, MEAL, S100 , TU
O2.2	IRC's programs are rooted in rigorous intersectional context analysis which drives decision-making about the type of programming we do.	DEI, Technical Excellence, Program Quality & Innovation, S100 Ambition leads for Clients and Partnerships
O3.1	IRC staff have equal access to information, and our internal communication is inclusive and reflective of diverse languages, contexts, lived experiences, and voices.	Internal Communications, IT, HR, Global Supply Chain
O3.2	IRC's external communications reflect our DEI vision and commitment to promoting and ensuring the resilience and lived experiences of the diverse people we work with are accurately illustrated while preserving their dignity and agency	External Relations
O3.3	IRC's external engagement (Communications, Marketing, Fundraising, and Advocacy) decision-making and prioritization processes center the needs of our clients, staff, and partners.	External Relations, Office of General Counsel, S100 Ambition leads for Long-Term Funding and Private Fundraising

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